PMP/PgMP Development - PROC2000

Scope

This process defines development of the Project Management Plan (PMP) or the Program Management Plan (PgMP). In accordance with ER 5-1-11, all projects will have a PMP/PgMP. The PMP/PgMP is the "umbrella" which guides the project/program from the Initiation Phase through the Planning Phase, Execution and Control Phase, to the Closeout Phase or the ongoing O&M Phase. The PMP/PgMP serves to identify the scope, schedule, and resources needed to accomplish project/program execution. The PMP consists of sections, which detail how the project will be accomplished. These sections include but are not limited to communications, risk, quality, acquisition, and change strategies for managing the project/program. Specific PMP/PgMP content details are contained in the reference document *PMP/PgMP Content – REF8005 [REF8005]*.

Policy

ER 5-1-10, Corps-Wide Areas of Work Responsibility *[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-10/entire.pdf]*

ER 5-1-11, U. S. Army Corps of Engineers Business Process
[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

Responsibility

The Project Manager (PM) is responsible for

- Developing the PMP in conjunction with the Project Delivery Team (PDT)
- Identifying funds for the development of the PMP

The Customer is responsible for developing the PMP as a member of the Project Delivery Team (PDT).

The Project Delivery Team (PDT) is responsible for

- Developing the PMP
- Scoping, scheduling, and estimating accurately their portions of the project.
- Discussing and agreeing on the quality and delivery expected for their respective products and services
- Discussing and agreeing on the key decision points included in the PMP
- Discussing and agreeing on a systematic approach to measure the progress, status, and quality of their respective products and services

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- Committing to complete their portions of the work within the agreed to budget and schedule
- Performing quality work

The Resource Provider(s) is responsible for

- Determining resource availability
- Ensuring the accuracy of the scope, schedule and estimate agreed to by their respective PDT member
- Ensuring the commitment of their respective PDT member to complete their portions of the work within the agreed to budget and schedule
- Ensuring the quality of the work of their respective PDT member

Distribution

Project Delivery Team (PDT)*

Project Manager (PM)*

Resource Provider(s)*

Ownership

The BP/P2 Configuration Manager is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

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System References

Acronyms and Glossary – REF8000 [REF8000]

Activity/Schedule Development – PROC2030 [PROC2030]

Advanced Acquisition Strategy – PROC2060 [PROC2060]

Change Management – PROC3010 [PROC3010]

Customer Scope and Requirements Definition – PROC2010 [PROC2010]

Communications Plan – REF8006 [REF8006]

Earned Value Management – REF8018 [REF8018]

Initiating a Project in P2 – PROC1030 [PROC1030]

Lessons Learned – PROC3020[PROC3020]

PMP/PgMP Approval – PROC2070 [PROC2070]

PMP/PgMP Content – REF8005 [REF8005]

District/Center Workload Analysis and Resource Leveling – PROC1020 [PROC1020]

Resource Estimate Development – PROC2040 [PROC2040]

Risk Management Plan – REF8007 [REF8007]

Safety and Occupational Health Plan – REF8016 [REF8016]

Receipt of Funds – PROC1040 [PROC1040] *response: accepted*

Team Establishment – PROC2020 [PROC2020]

Work Acceptance – PROC1000 [PROC1000]

Quality Management Plan – REF8008 [REF8008]

Activity Preface

This process is performed after the work has been accepted and Project Manager assigned. This document is the 'umbrella' document for completion of program/project planning phase. Execution of this process occurs after *Initiating a Project in P2 – PROC1030 [PROC1030]*, during the initial stages of project development, and will also occur if the thresholds developed as part of this process are exceeded, causing this process to be executed from within the *Change Management – PROC3010 [PROC3010]* process.

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The PMP will be an electronic document, the components of which will be output from data entered in P2 and documents attached to the project in P3e. Developing, reviewing, and revising PMP content is a continuous process throughout the life of the project.

The initial PMP developed will be the unconstrained PMP. The unconstrained PMP may be developed by copying an existing project (template) in P2. Subsequent iterations within this process will add constraints, as necessary, and will result in a PMP, which is submitted for approval via *PMP/PgMP Approval – PROC2070 [PROC2070]*. After the approval of the PMP, the steps in this process will be performed on a "What If" version within P2, leaving the approved version unchanged, pending approval of the "What If " version.

The content of the PMP, both for future and current work, is prescribed in *PMP/PgMP Content – REF8005[REF8005]*. The PMP is a living document that varies in size and complexity for each project. The level of detail required is based on the size and complexity of the individual project. For example, a small project being accomplished by IDIQ contract may include standard simplified components, such as a standard Risk Management and Communications Plan. A complex, multimillion-dollar project will require plans that have been developed to address the special conditions related to that project. The smaller, simpler projects may have some of these components included within a standard template.

The Project Manager (PM) leads the Project Delivery Team (PDT) to develop the PMP. The PM is responsible for obtaining PDT, Resource Providers, and DPM commitment to the PMP, and for updating it as additional requirements and information become available. PDT members are responsible for informing the PM when changes occur that could require an update to the plan. The PM must obtain commitment on significant changes, as required by the Change Management Plan, before proceeding. The process for changing the PMP and requirements for approving changes to the plan must be documented in the PMP itself.

The initial scope received during *Work Acceptance – PROC1000[PROC1000]* will be attached in P2. This scope should be revised during subsequent iterations as needed, utilizing *Customer Scope and Requirements Definition – PROC2010 [PROC2010]*.

During initial PMP development, the PDT is established utilizing *Team Establishment – PROC2020 [PROC2020]*. This process will also be executed if changes to the team are necessary during subsequent iterations, and when the Independent Technical Review Teams (ITRT) is established.

Early in the PMP development process, the PDT should review the Lessons Learned database for incorporation of good ideas into the PMP. (See *Lessons Learned – PROC3020 [PROC3020]* for more information.)

The templates used in *Initiating a Project in P2 – PROC1030[PROC1030]* may contain an activity schedule that is adequate for the project at hand. If that is the case, only the schedule may need to be updated. To update the schedule, create a new schedule, or add activities to an existing schedule, execute the *Activity/Schedule Development - PROC2030 [PROC2030]* process.

Some of the templates used in *Initiating a Project in P2 – PROC1030 [PROC1030]* may also contain a complete or partial resource estimate. If the resource estimate needs to be developed or

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refined, the *Resource Estimate Development – PROC2040 [PROC2040]* process will be executed. Individual PDT members and Resource Providers are responsible for developing and updating their portion of the resource estimate within P2.

Resource Providers will evaluate their ability to provide the required resources by executing the *District/Center Workload Analysis and Resource Leveling – PROC1020 [PROC1020]* process.

At the completion of this process, either return to *Change Management –PROC3010 [PROC3010]*, or proceed to *PMP/PgMP Approval – PROC2070 [PROC2070]*.

The PM ensures that all PDT members are familiar with and have ready access to the PMP, so that all users have access to the most current information. The PM updates the PMP in conjunction with the PDT. P2 must be used to develop and maintain the PMP.

Project Manager (PM)

1. Check to see if funds are available to begin/continue process.

   For future year work, the minimum requirements of this process may be funded by non-project specific funds.

If adequate funds are available, goto task #5. Otherwise, goto task #2.

2. Evaluate whether reprogramming funds from another project is available.

If reprogramming available, goto task #3. Otherwise, goto task #4.

3. Reprogram funds.

Goto task #5.

4. Request/receive funds.

Stop and complete *Receipt of Funds – PROC1040 [PROC1040]*.

   The process cannot continue without adequate funds. Do we need to highlight this? Response: reject

5. Open project in P3e, and review project info.

   Refer to *PMP/PgMP Content – REF8005 [REF8005].*

6. Determine if customer scope is in P3e and adequate.

   The initial scope may be very brief and not very detailed, or could be fairly complete (such as a DD 1391.) Refinements to the scope will occur during subsequent iterations of the process as additional understanding of requirements and constraints is developed.

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If scope is adequate and in P3e, goto task #7. Otherwise, stop and complete *Customer Scope and Requirements Definition – PROC2010[PROC2010]*.

7. Determine if PDT/ITRT is established.

If team is already established, goto task #10. Otherwise, stop and complete *Team Establishment – PROC2020[PROC2020]*.

8. Conduct Kickoff Meeting, SOH review, and site visit, if needed, to better understand customer scope/requirements.

Project Delivery Team (PDT)

9. Review Lessons Learned database.

   Focus review on project-specific issues, including PMP development, technical issues, customer interface, etc.

10. Review the scope for technical completeness, and sound execution and acquisition strategies.

11. Refine the scope and revise in P3e.

12. Develop/edit required management plans.

    Required management plans include communications, risks, quality, acquisition and change to specified level of detail in *PMP/PgMP Content – REF8005 [REF8005].*

13. Check to see if the activities/schedule reflects current project conditions.

    Original activities/schedule may exist through templates in P3e.

If activities/schedule reflects current project conditions, goto task #14. Otherwise, Stop and complete *Activity/Schedule Development – PROC2030 [PROC2030]*.

The PM/System Administrator will ensure the PDT members have access/permissions to change the information they are responsible for developing in P3e.

14. Confirm disciplines/specialties that may need to be added or changed to execute the project.

If PDT/ITRT members need to be added/changed, stop and complete *Team Establishment – PROC2020 [PROC2020]*. Otherwise, goto task #15.

Project Manager (PM)

15. Refine the project scope based on the results of the kickoff meeting and activity/schedule development or as a result of changes during execution.

    Refer to *Change Management – PROC3010 [PROC3010].*

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If customer scope changed, stop and complete *Customer Scope and Requirements Definition – PROC2010 [PROC2010]*. Otherwise, goto task #16.

Project Delivery Team (PDT)

16. Check to see if resource estimates reflect current project conditions.

    Original resource estimates may exist through templates in P3e.

If resource estimates reflect current project conditions, goto task #17. Otherwise, stop and complete *Resource Estimate Development – PROC2040 [PROC2040]*.

- Draw upon experience and available historical knowledge to develop these estimates.
- Constraints on PDT members' time and other commitments should not be considered during development of the unconstrained, initial PMP.
- An accurate estimate is needed for PR&C creation. Response: accepted.

17. Notify PM that the resource estimates are complete for development of PMP.

Project Manager (PM)

18. Schedule additional team meetings.

    The PM schedules additional team meetings as needed to receive and incorporate Team Members' draft estimates and resource providers' comments. Resource Providers may attend team meetings as needed to incorporate results from PDT members and Resource Provider(s).

Project Delivery Team (PDT)

19. Review/Refine the Project Management Plan

    - Identify dependencies.

    As part of the process, the PDT identifies dependencies so that it is clear when PDT members will receive from and deliver products to others. Refer to *PMP/PgMP Content – REF8005 [REF8005]* for necessary contents for completion of the PMP document. Response: accepted.

If PDT agrees with the PMP, goto task #20. Otherwise, goto task #6.

20. Update the scope of work, schedule, resource estimate, and attached documents (*Risk Management Plan – REF8007 [REF8007]*, *Communications Plan – REF8006 [REF8006]*, *Safety and Occupational Health Plan – REF8016 [REF8016]*, etc) in P3e. Would this work better if moved to just above 22? Response: rejected

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- Updated constraints to the schedule, resource estimates, and attached documents should be added here.

- The updated P3e data documents the Project Management Plan.

Resource Provider(s)

21. Determine resource availability.

Stop and complete *District/Center Workload Analysis and Resource Leveling – PROC1020[PROC1020].*

Project Manager (PM)

If there is a recommended change, goto task #20. Otherwise, goto task #22.

22. Determine if the process that brought you here was Change Management.

If you entered this process from *Change Management – PROC3010 [PROC3010]*, end of activity; Otherwise, goto task #23.

This "If" statement requires you to return to point in Change Management that brought you here.

23. Continue to PMP/PgMP Approval.

End of activity.

Goto PMP/PgMP Approval – PROC1018 [PROC1018].

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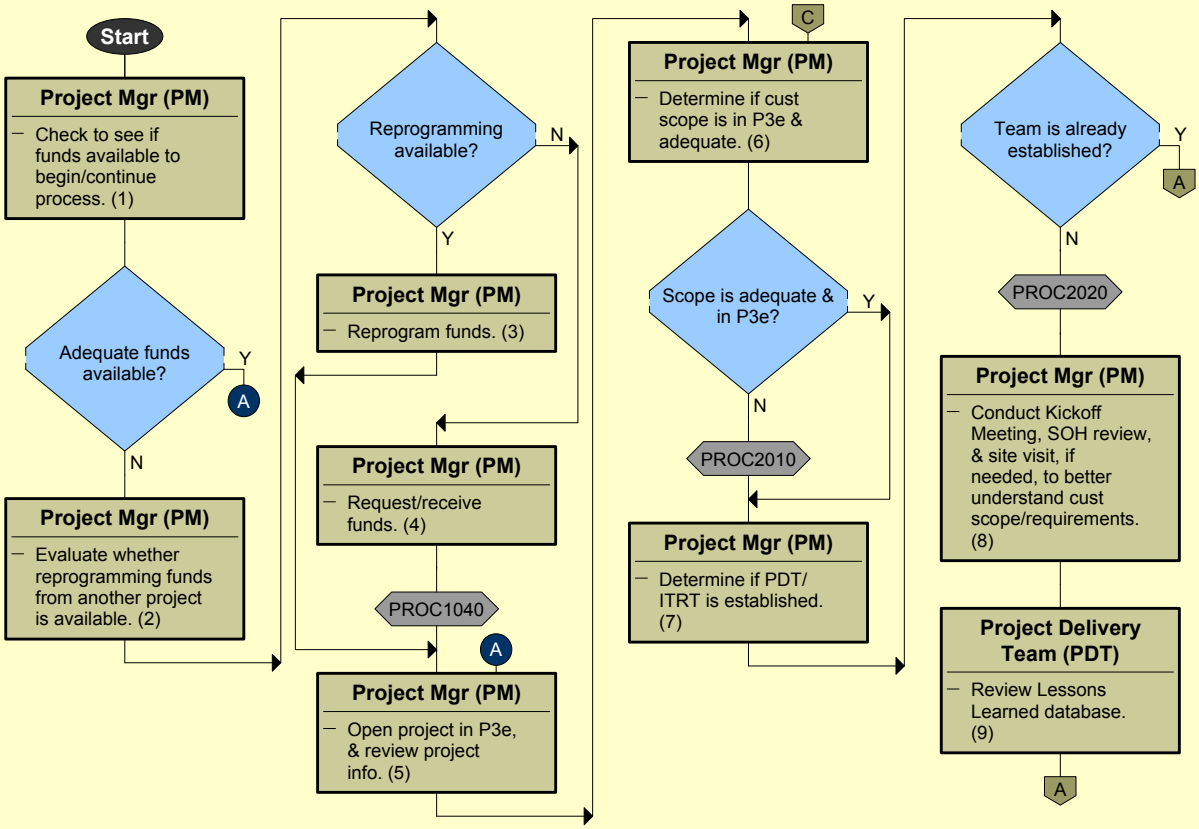
PMP/PgMP Development - PROC2000



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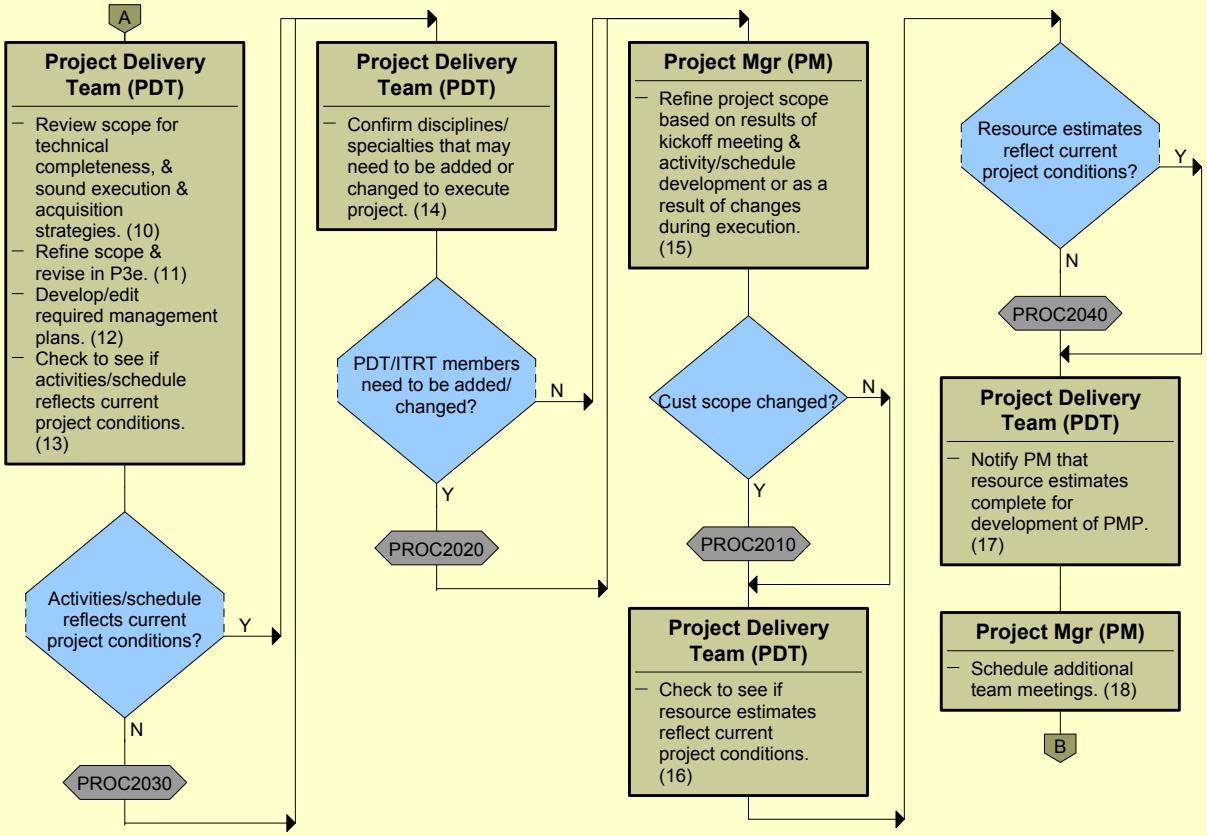

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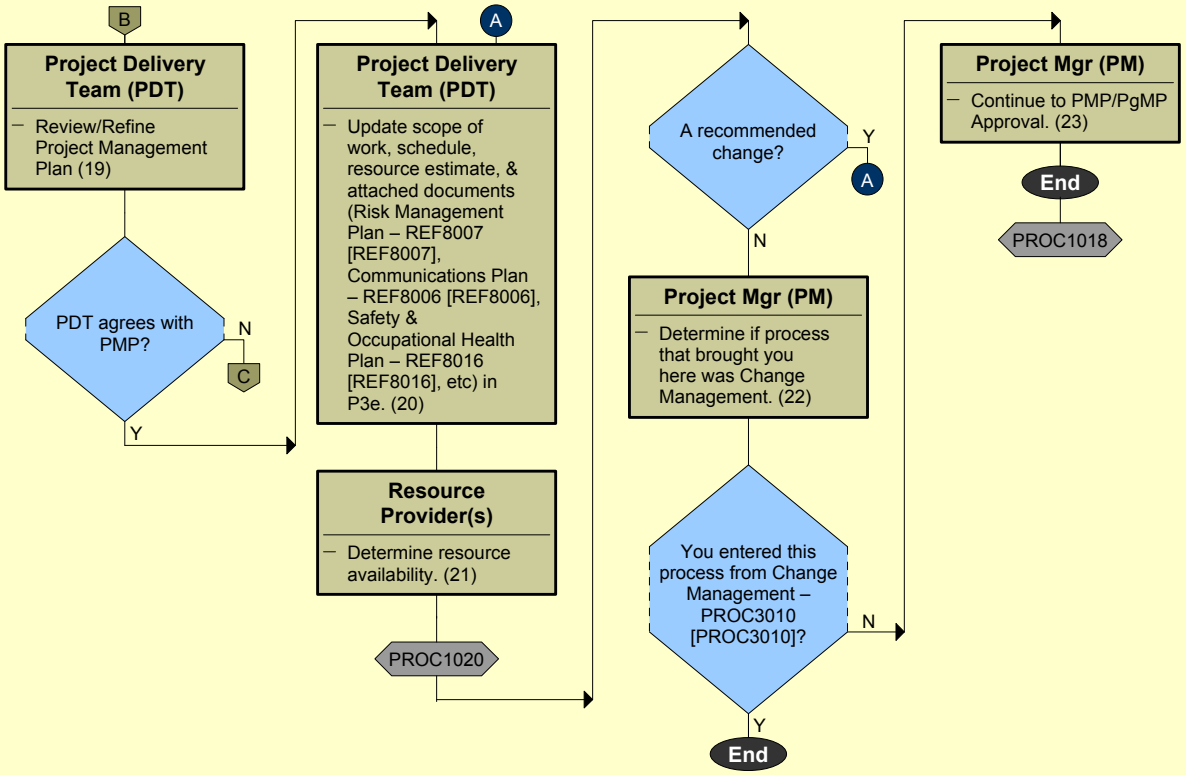

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